

Sources & Streams
of Insight & Ideas
(Paths or Categories)

Peter McGrory
Aalto ARTS

ENTREPRENEURIAL

SUCCESS

=

[FOUNDING] INSIGHT x TENACITY [MINDSET]

x METHODOLOGY x PATTERN RECOGNITION

[SKILL-SET] // x RISK CAPITAL x MARKET TIMING

x TIME FOR LIQUIDITY.

Steve Blank

Learning Objective 1.

“seeing what others don’t”
— Klein —

or

“seeing what everyone else has seen, and thinking
what no one else has thought” [and acted upon].
— Einstein —

‘seeing what others see, and thinking
what others don’t’

Learning Objective 1.

CASES:

FEVER-TREE premium indian tonic water

<https://www.fever-tree.com/about-us>

founding insight:

“If 3/4 of your Gin & Tonic is Tonic,
make sure you use the best”

— Tim Warrillow (co-founder) —



FEVER-TREE

PREMIUM NATURAL MIXERS

PREMIUM INDIAN

**TONIC
WATER**

MADE WITH NATURAL QUININE

no artificial sweeteners,
flavorings or preservatives

200ml e

Learning Objective 1.

CASES:

SWIFFER
easy cleaning

founding insight:

“people spend as much time cleaning their mops,
as they do cleaning the floor”

— Design Continuum —

Swiffer



1.

sources and streams of strategic insight(s)
and subsequent **ideas**

—innovation—

the successful **implementation** and **adoption**
of **creative** and imaginative (i.e., new, novel, better)
insights and **ideas** that have **value**.

creative **insight** (n)
“an unexpected shift in the way
we understand things that fundamentally
changes behaviour, feelings
and goals”

Gary Klein, *Seeing What Others Don't*
the remarkable ways we gain insights

Seeing
What Others
Don't



The Remarkable Ways
We Gain Insights

.....

"I know of no one who combines theory and observation—intellectual rigor and painstaking observation of the real world—so brilliantly and gracefully as Gary Klein."

—MALCOLM GLADWELL

GARY KLEIN

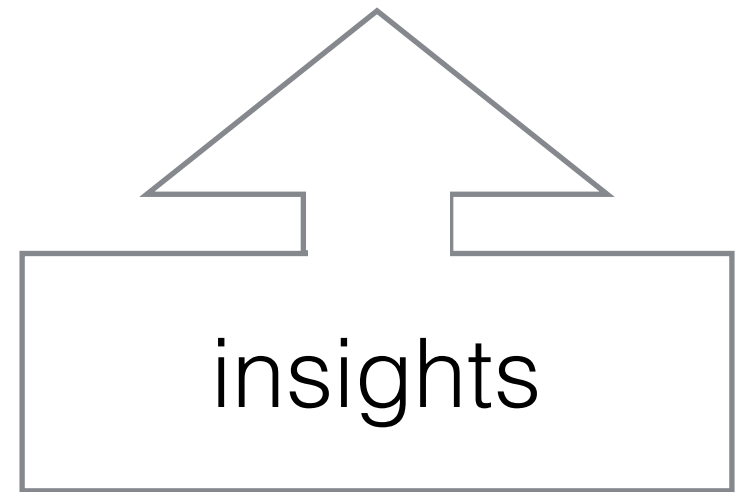
performance
enhancement

=

errors / risks

+

insights



THE NEW YORK TIMES BESTSELLER

THINKING,
FAST AND SLOW



DANIEL
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

"[A] masterpiece . . . This is one of the greatest and most engaging collections of insights into the human mind I have read." —WILLIAM EASTERLY, *Financial Times*

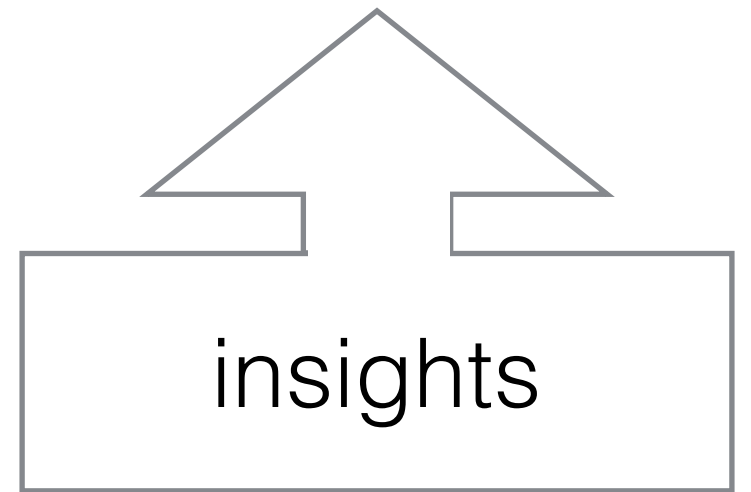
performance
enhancement

=

errors / risks

+

insights



Value

Loss Aversion

performance
enhancement =

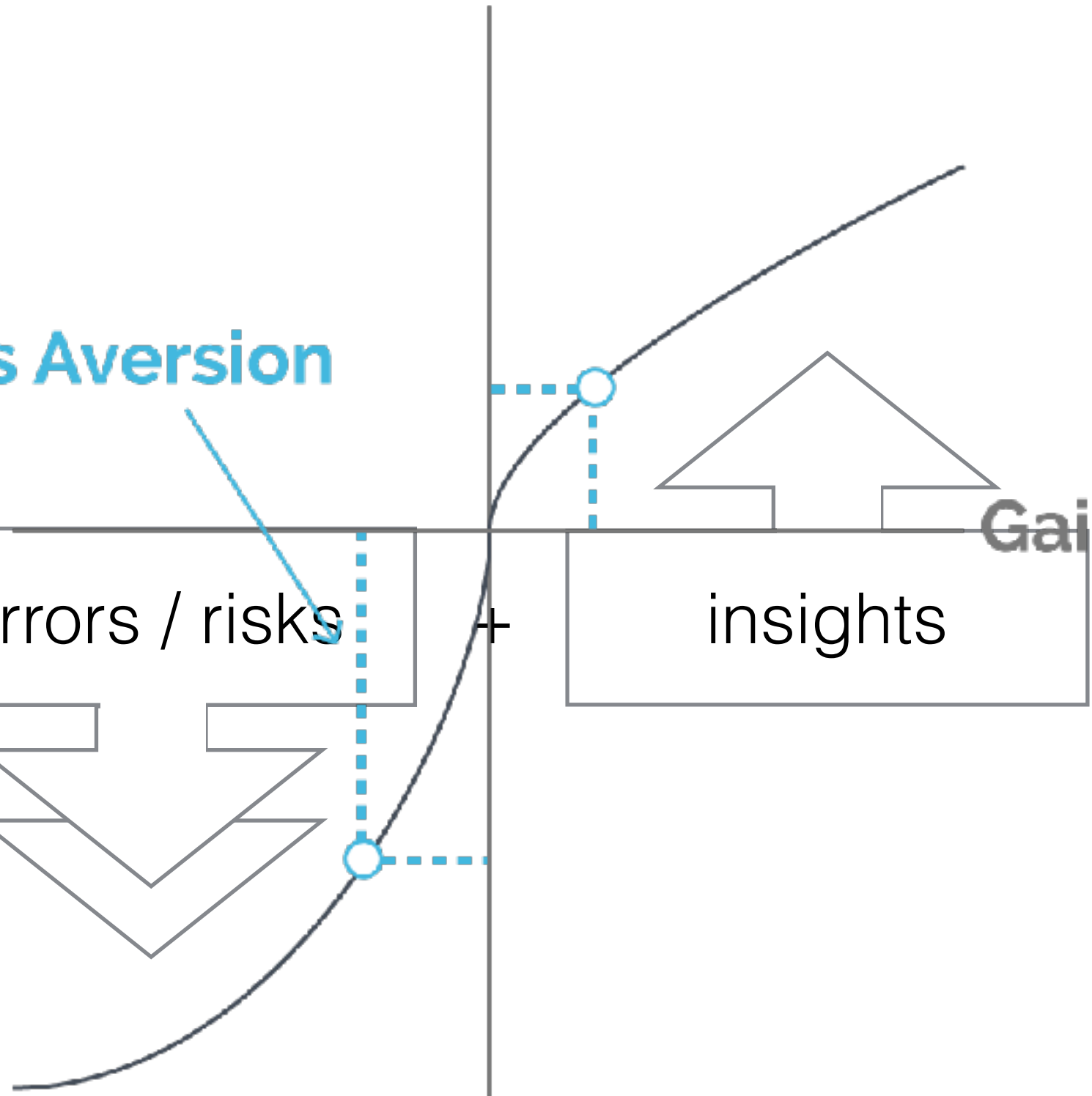
Losses

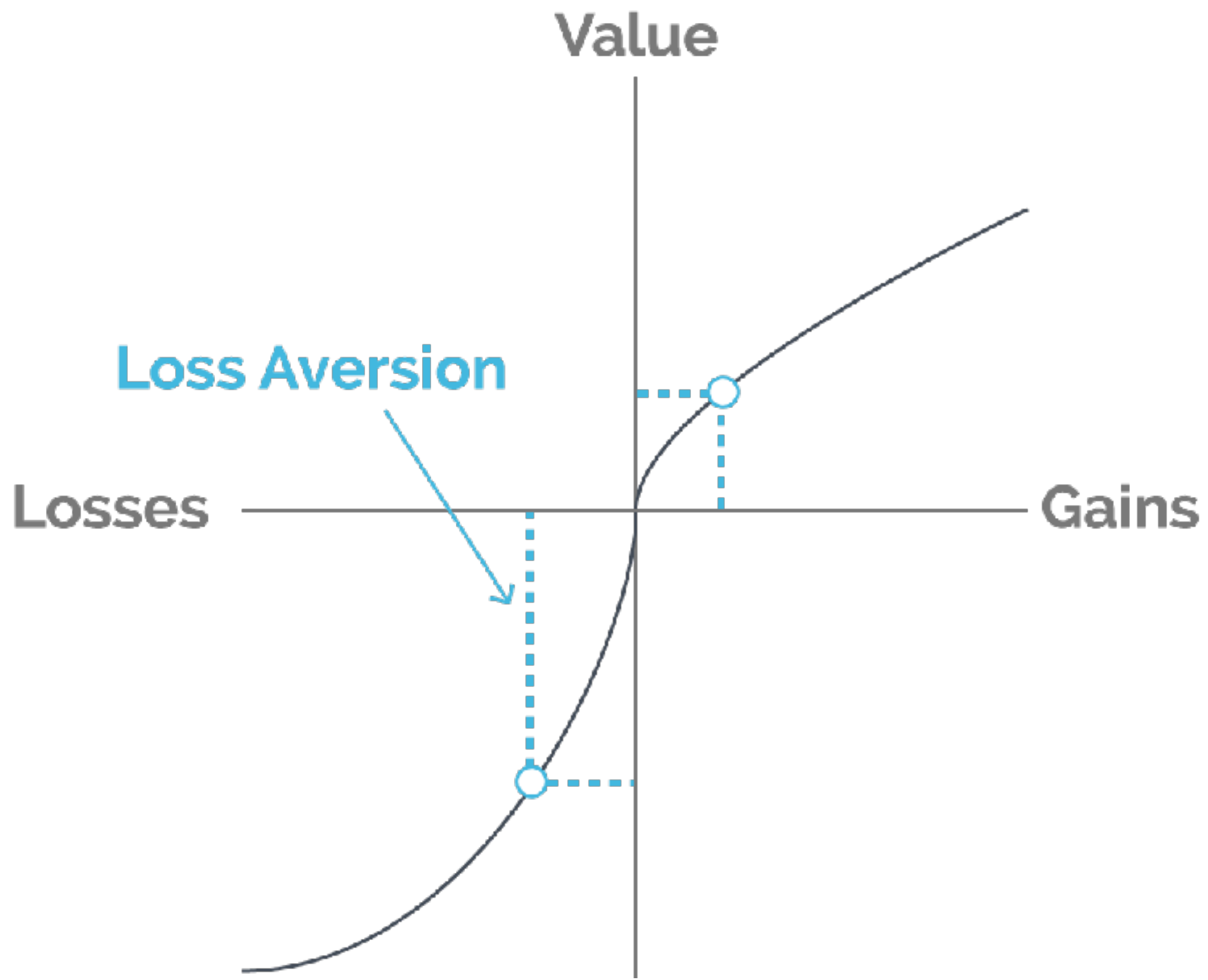
errors / risks

+

insights

Gains





Value

Loss Aversion

Losses

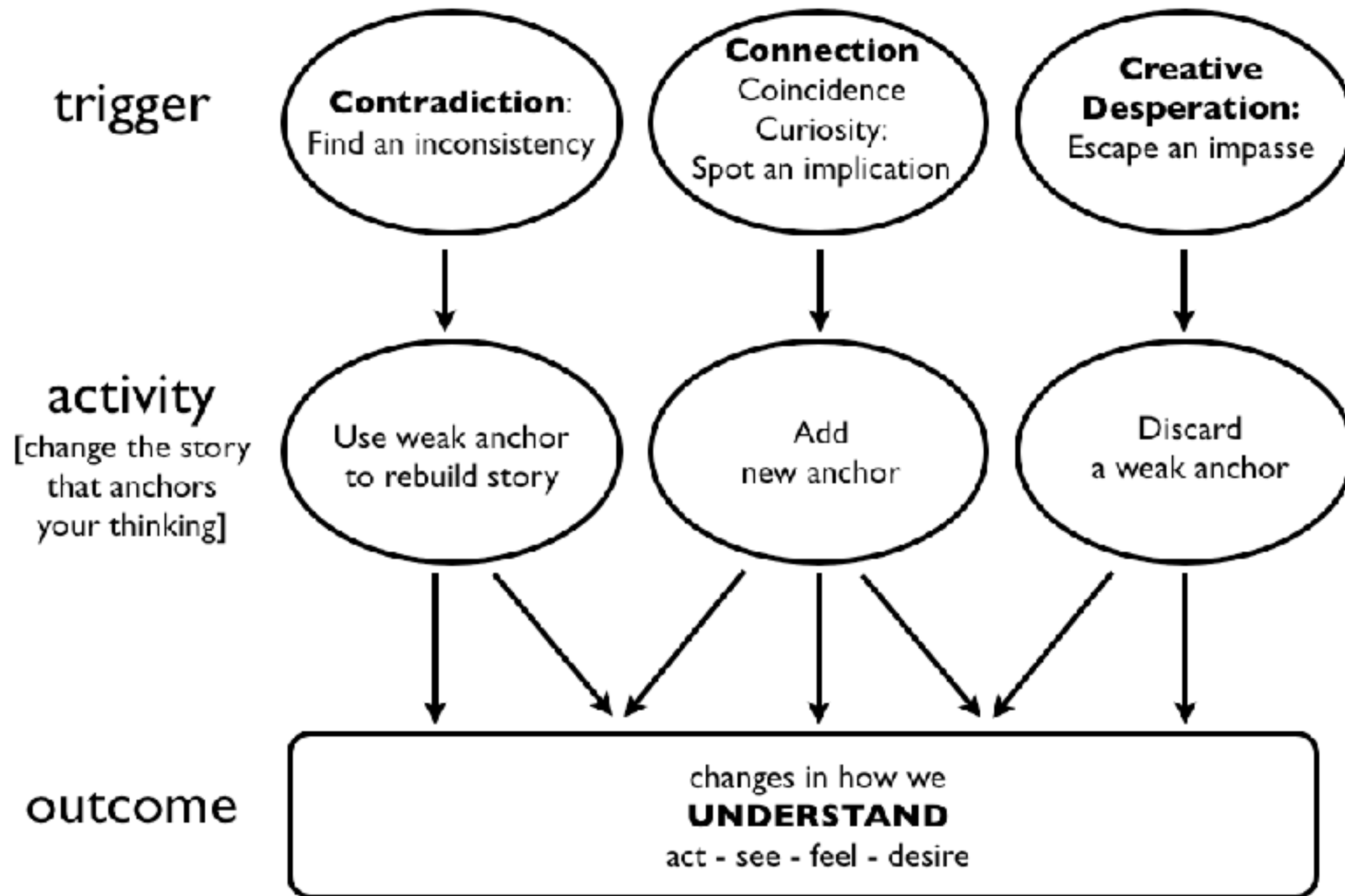
Gains

'prospect theory'

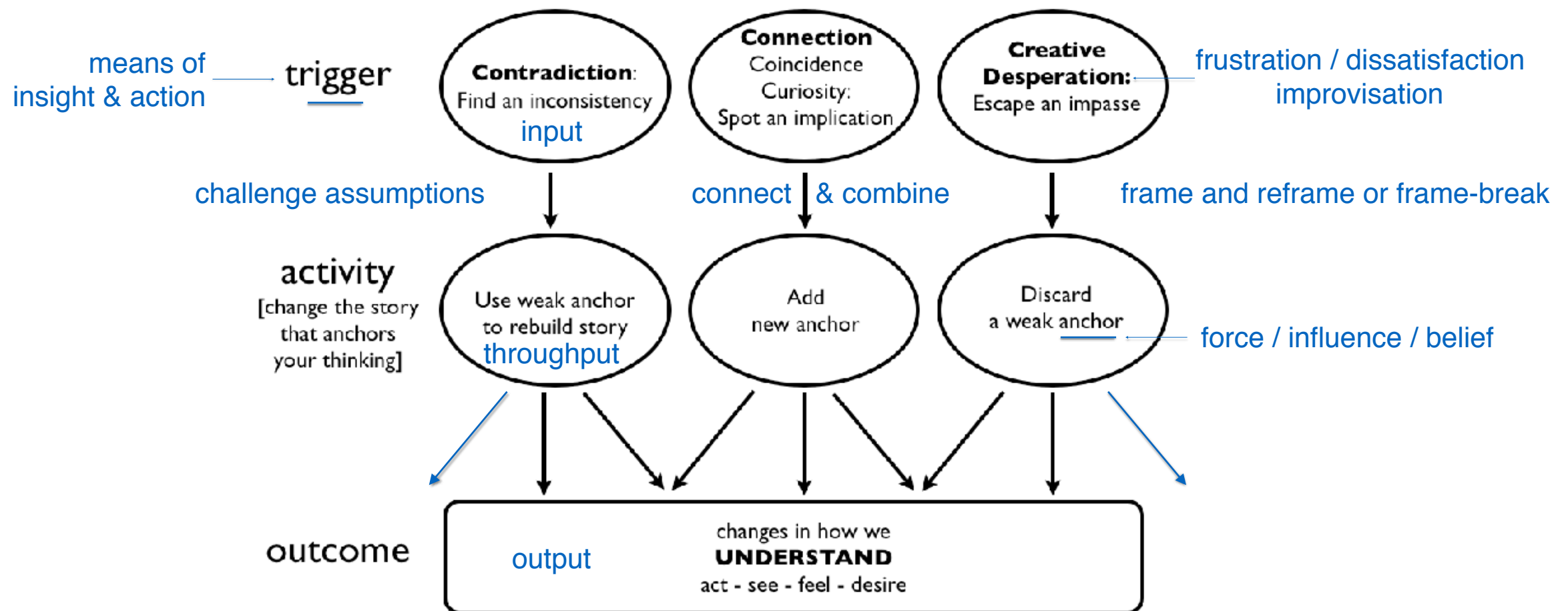
'loss aversion' and the **'effectuation principle'**
of **'affordable loss'**

triple path model

Creative Insights _ Triple Path Model ...



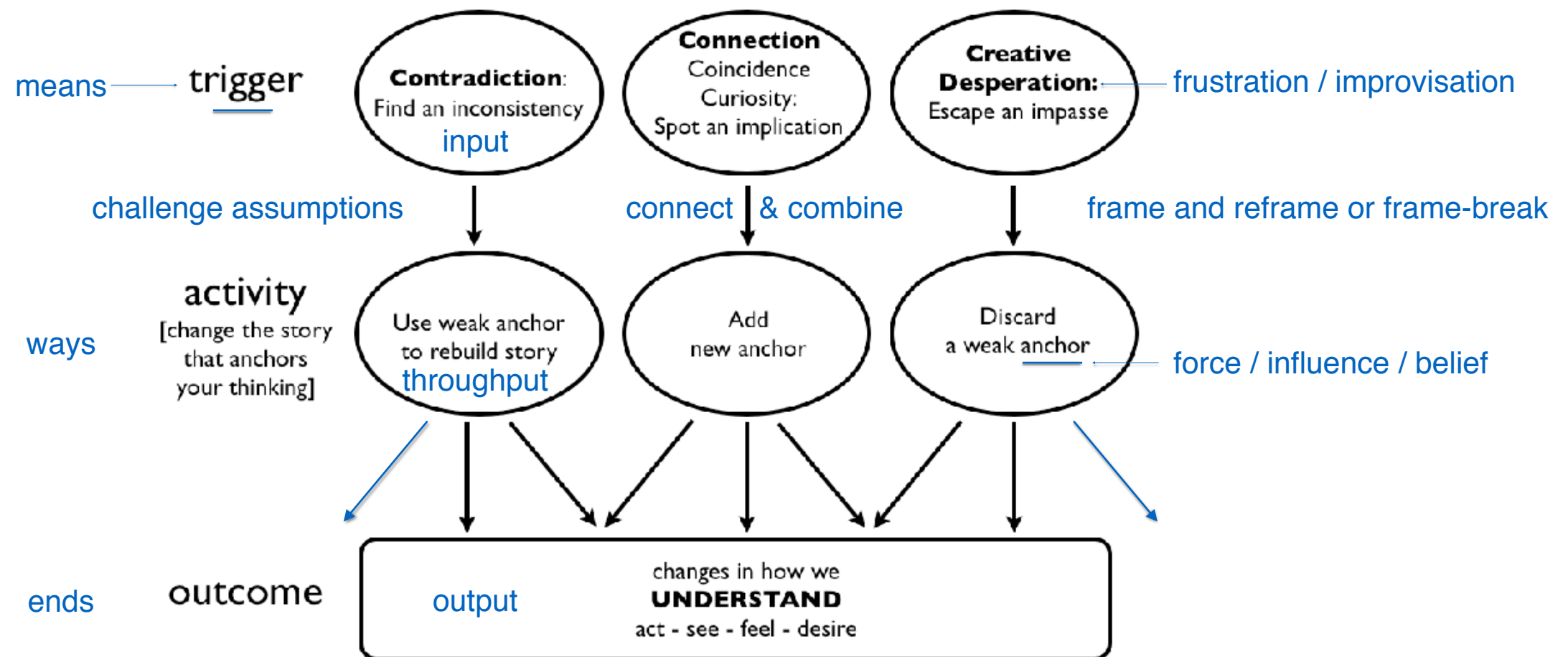
Creative Insights _ Triple Path Model ...



Gary Klein, *Seeing What Others Don't* (2013)

compelling insights typically precede an idea or a set-of-ideas

Creative Insights _ Triple Path Model ...



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dyson case

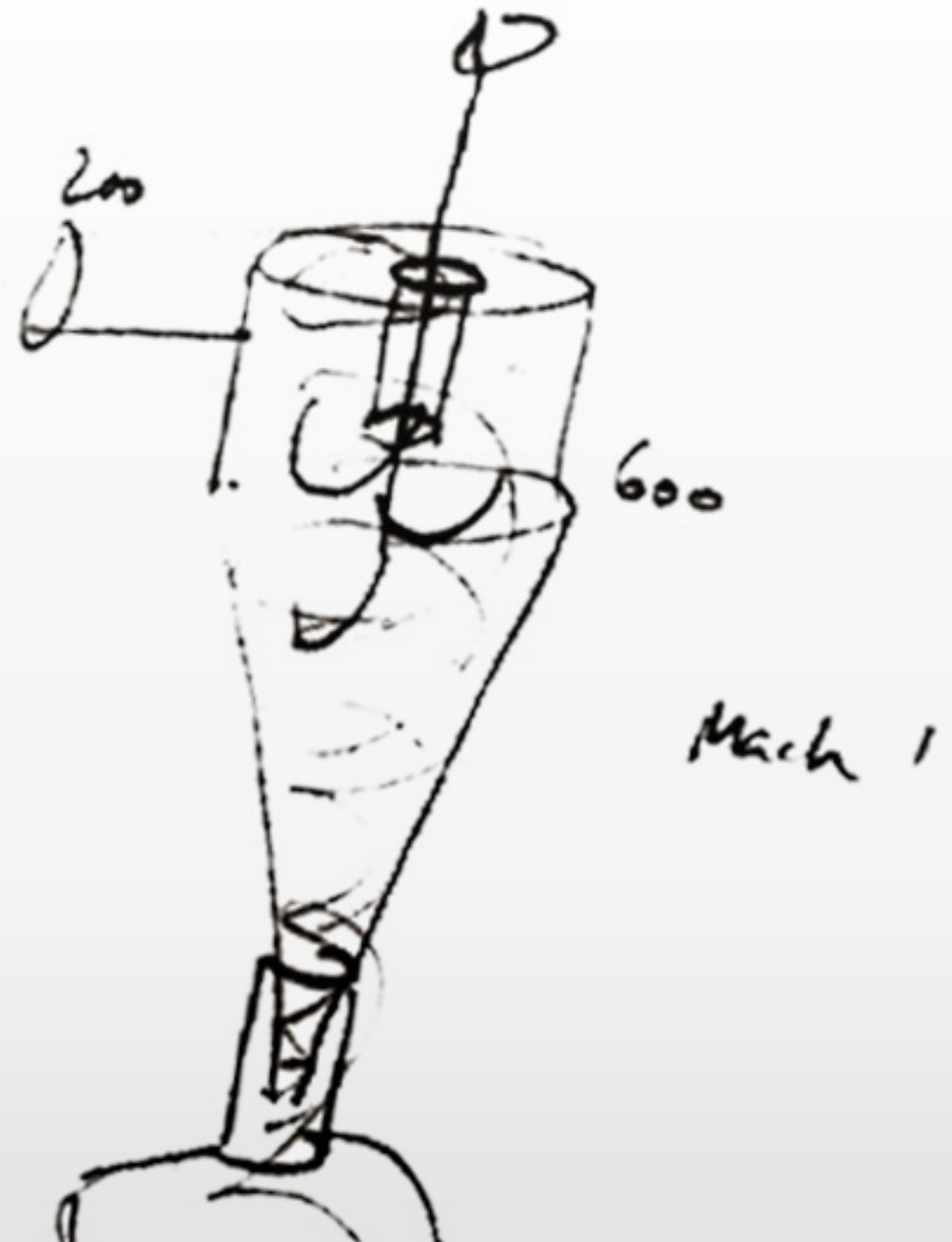
sources and streams of strategic insight(s)
and subsequent **ideas**



air-multiplier technology

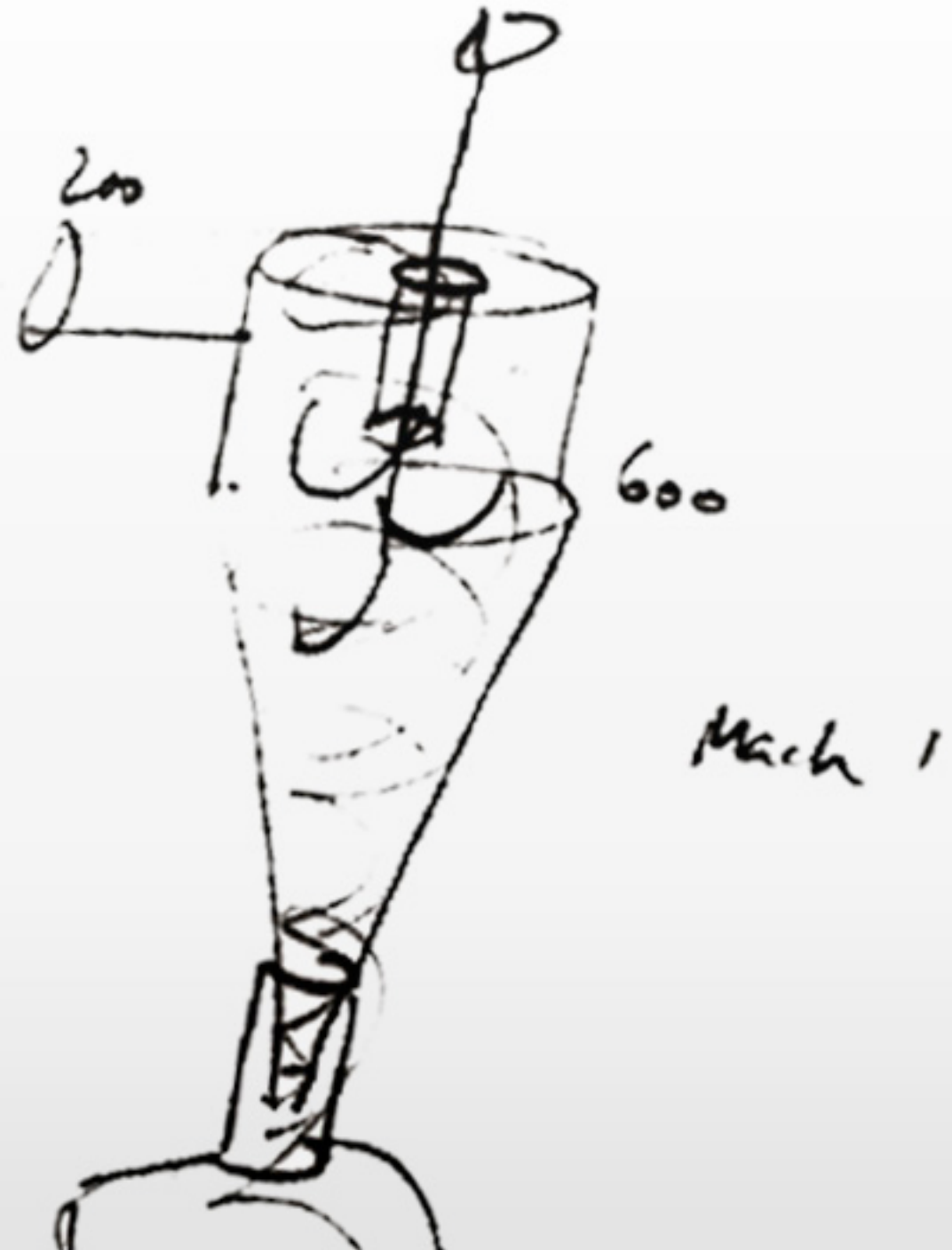
A new idea

In 1978, James Dyson became frustrated with his vacuum cleaner's diminishing performance. Taking it apart, he discovered that its bag was clogging with dust, causing suction to drop.



A new idea

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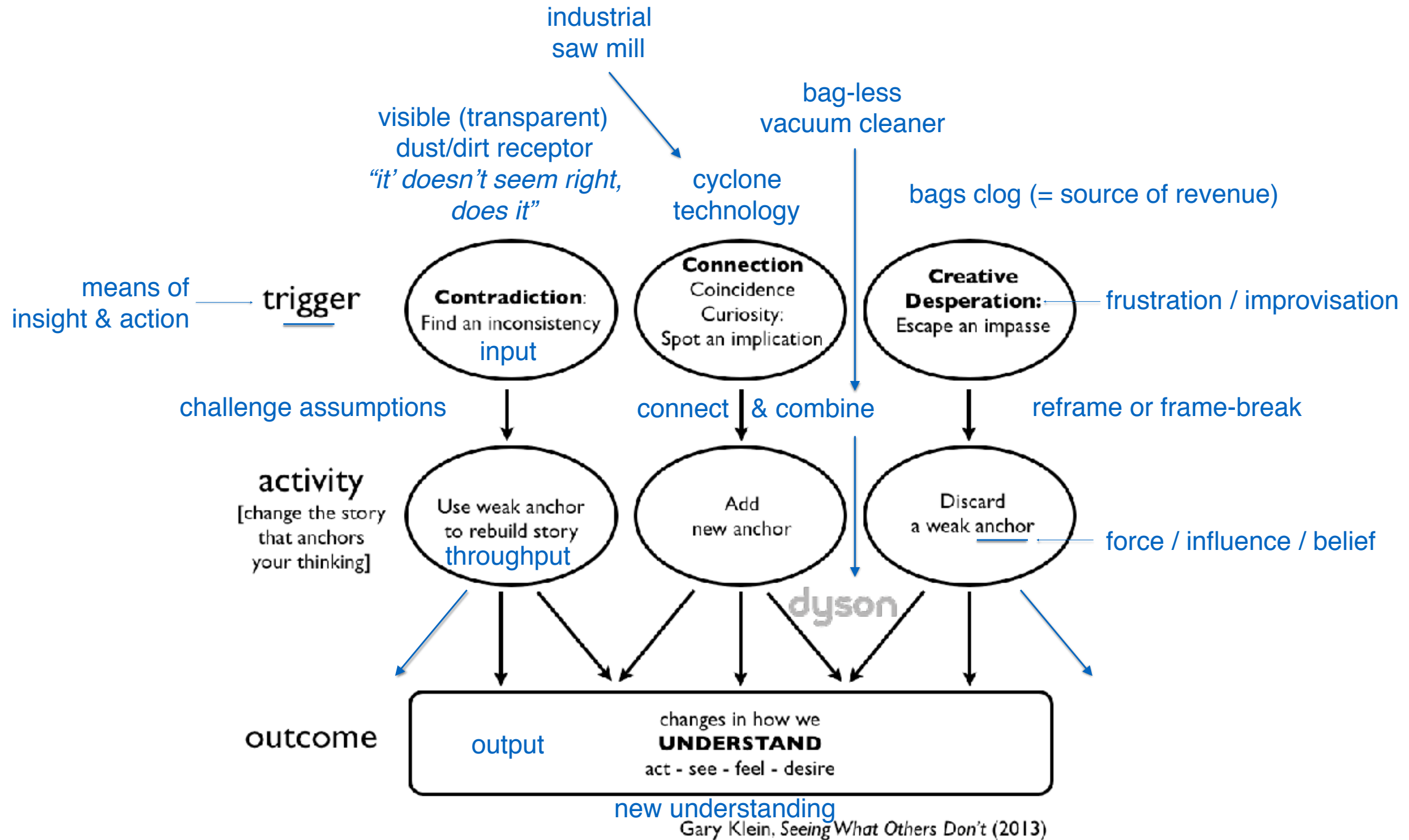
dyson

challenge: create a cordless vacuum

5,127 prototypes

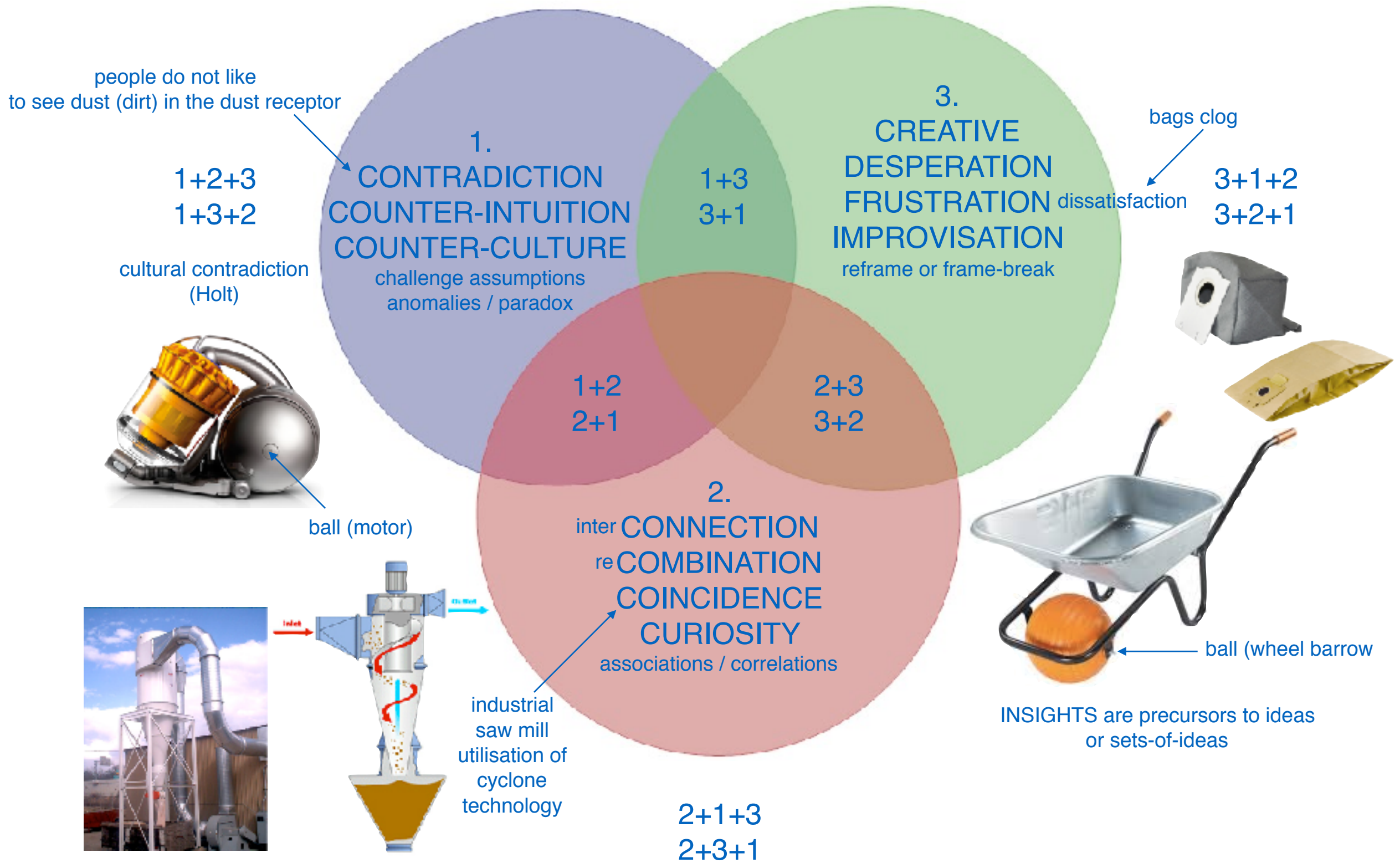
coincidental connection

DYSON_Creative Insights _ Triple Path Model ...



compelling insights typically precede an idea or set-of-ideas

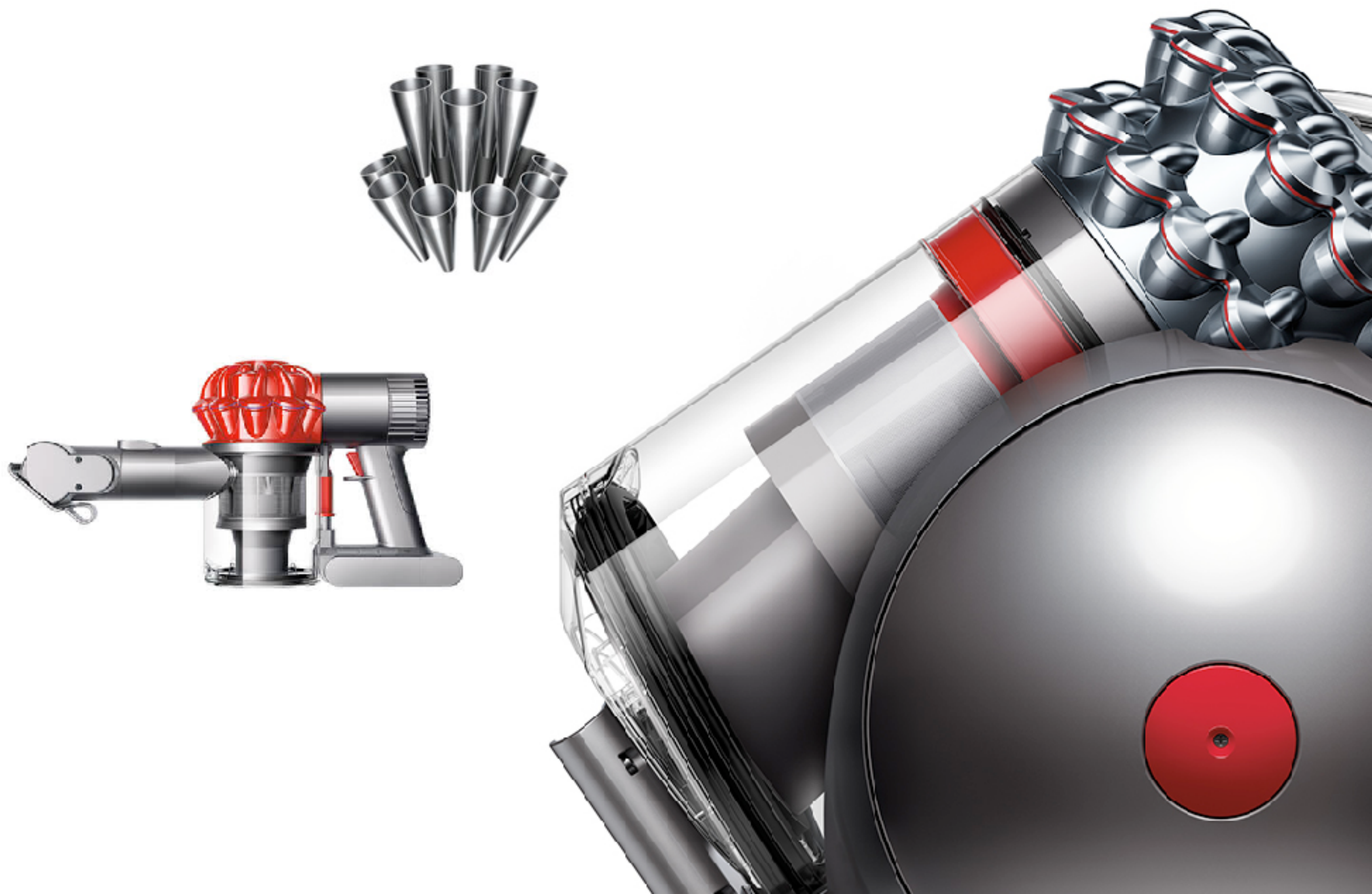
Sources of Creative Insights _ Triple Stream Model



contemplation — the action of looking thoughtfully (i.e., deep, careful consideration or attention) at something for a long time







Des technologies cyclones révolutionnaires



1995

Technologie
Dual Cyclone™



2002

Technologie
Root Cyclone™



2008

Technologie
Root Cyclone™ avec
niveau de filtration
supplémentaire



2012

Technologie
Radial Root Cyclone™



2013

Cyclones Dyson Cinetic™



blade-less fan



air purifier



hairdryer



humidifier



hot+cold

air-multiplier technology



means of, or motive for, insight & action → trigger

Contradiction:
Find an inconsistency
input

Connection
Coincidence
Curiosity:
Spot an implication

Creative Desperation:
Escape an impasse

← frustration / improvisation

challenge (flawed or false) assumptions

connect & combine

frame and reframe or frame-break

activity
[change the story that anchors your thinking]

Use weak anchor to rebuild story
throughput

Add new anchor

Discard a weak anchor

← force / influence / belief

nest dyson

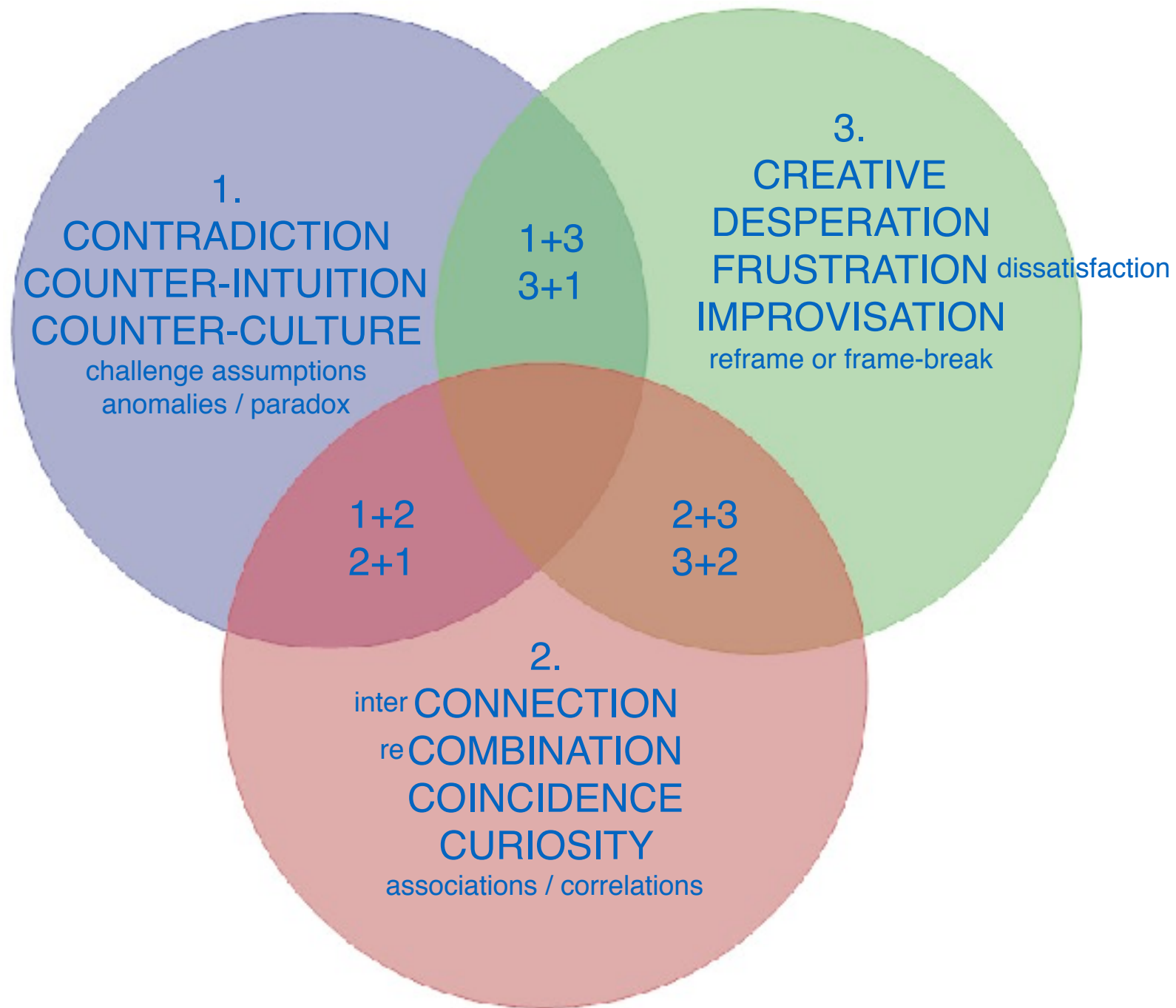
outcome

output
changes in how we **UNDERSTAND**
act - see - feel - desire
profound or fundamental changes
...

Gary Klein, *Seeing What Others Don't* (2013)

compelling insights typically precede an idea or set-of-ideas

Sources of Creative Insights _ Triple Stream Model





Build your entrepreneurial mindset.

Search Stanford eCorner's thousands of videos, podcasts & articles

everything is a remix _ copy / combine / transform

INCREASING

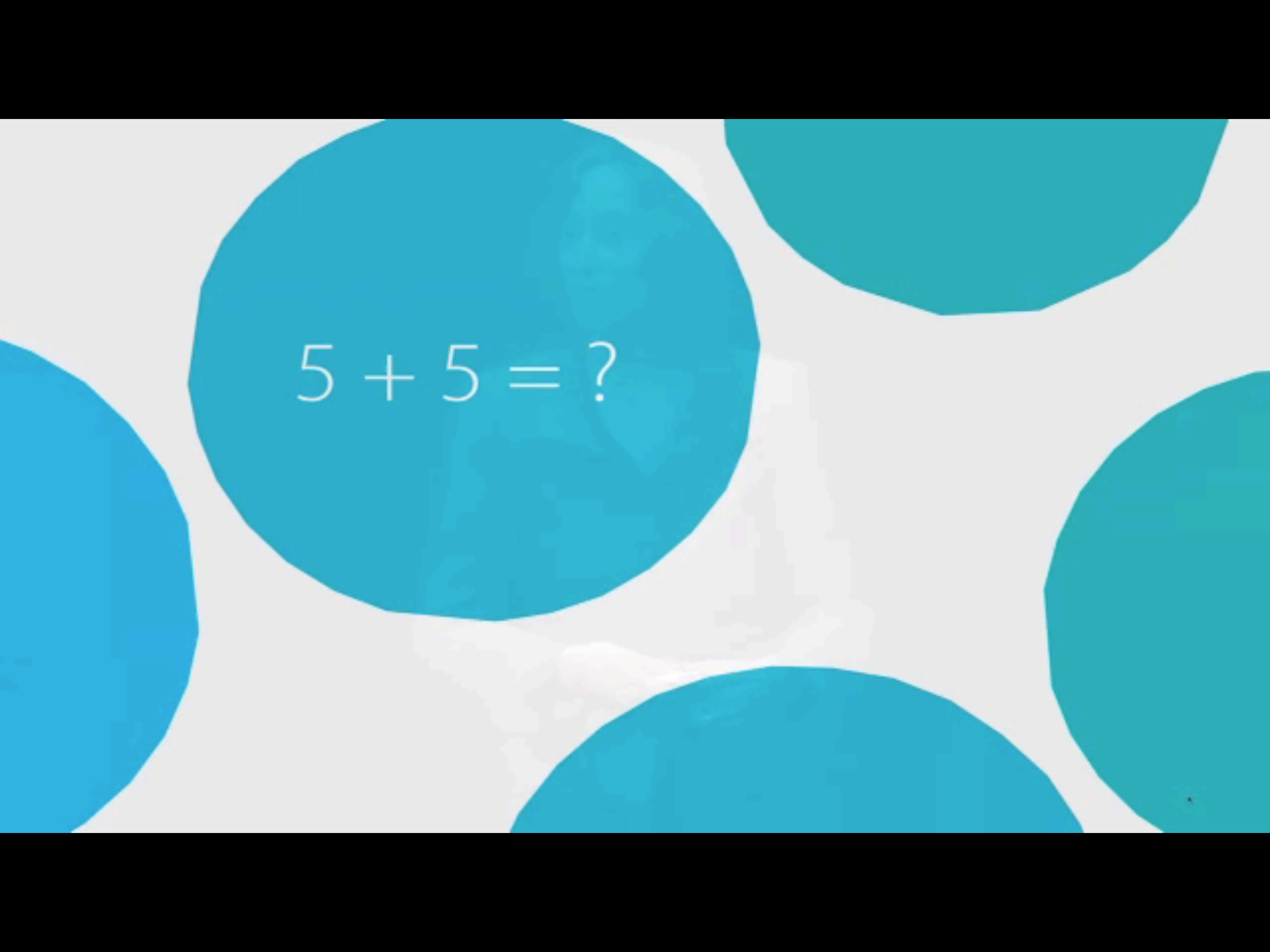
you can typically improve something by ... **MAINTAINING**

REDUCING

1.0

framing, re-framing and frame breaking.
(divergent vs. convergent thinking)

REFRAME PROBLEMS


$$5 + 5 = ?$$

2.0

connecting, combining and recombining
(ref.: everything is a remix)

Connect
& Combine

3.0

challenging assumptions
(ref.: holt_cultural orthodoxy _
blue vs. red ocean strategy _
counter factual / intuitive)

Historical Change



Red Ocean Strategy

VS

Blue Ocean Strategy

Compete in **existing** market space.

Beat the competition.

Exploit **existing** demand.

Make the value-cost trade-off.

Align the whole system of a firm's activities with its **strategic choice of differentiation or low cost.**

Create **uncontested** market space.

Make the competition **irrelevant.**

Create and capture **new** demand.

Break the value-cost trade-off.

Align the whole system of a firm's activities in **pursuit of differentiation and low cost.**

CHALLENGE ASSUMPTIONS

Boosting Creativity

— Consider reversal

Team Assignment

please analyse your respective case and reflect (test) the value of the material i.e. **insight(s & ideas** presented this morning.

1.

SOURCES & STREAMS OF INSIGHTS & IDEAS

Desperation (**Frustration**) / **Connection** (Combination _ Curiosity _
Coincidence) / **Contradiction**.

please prepare to make a brief presentation of your findings
3-5 minutes / team.

please provide visual evidence, show us the source etc.

Team presentations & discussions
start at **11:40**.

Apple — Diversity — Inclusion inspires innovation
<https://www.youtube.com/watch?v=qxKFDnzluOs>